

JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT



2017 Annual Report

The Jefferson County Human Resources Department is pleased to provide the 2017 Human Resources Annual Report and the opportunity to share an overview of the department's programs, initiatives and accomplishments. The Human Resources Department strives to provide the highest level of public service and reflects this through focusing on our objective to be a customer service focused Team dedicated to being a resource to staff, managers, Board Supervisors and citizens of Jefferson County.

In 2017, there were many milestone accomplishments in both Human Resources and Safety. Many of these are continuing projects that will take efforts in 2018 to accomplish.

1. **Munis Human Resources/Payroll implementation progress.** Throughout the year, all staff spent days in training to begin the setup for the Human Resources/Payroll modules in Munis. It is exciting to see the program's capabilities and reporting functions that will result in greater efficiencies and real-time data.
2. **Health Insurance Discussions.** Early in 2017, the County was notified by the Department of Employee Trust Fund (ETF) of changes that ETF would be making to the health insurance plans offered to local government, including regionalization, self-funding and elimination of the low deductible plan (the County's current plan). We initiated discussions with local municipalities and Dodge County and began working together on developing a contingency plan if the State plan was no longer a viable option. The result of this was the idea of forming a consortium. Educational meetings with employees occurred early on and an Employee focus group was brought together to get input as well. Although ETF did not make the changes as originally thought, the local governmental entities continue to meet and discuss proactive strategies for the near future.
3. **Mass Alert Notification System.** An RFP was prepared by Human Resources for a provider for an internal alert system. Several meetings were held by a task group to review the responses and recommend a provider. Late in 2017, the County signed a contract with AlertSense to provide mass notifications to employees.
4. **County-wide Severe Weather drills and Evacuation drills at the Courthouse.** For the first time in a decade, all county facilities participated in severe weather drills. In addition, all Courthouse staff participated in an evacuation drill which included all Court personnel.
5. **Classification and Compensation Study.** Human Resources prepared an RFP for a classification and compensation study. The recommended vendor was approved by County Board in December, 2017, and Human Resources began working with the Austin Peters Group immediately, providing current classification listing and policies and distributing questionnaires to all classified employees.
6. **Coordinated a Supervisory Training Program.** Contracted with WCTC to provide three sessions of an 8-hour *Coaching for Accountability* training for all supervisors and managers. Included was the opportunity for other staff who had an interest in a leadership position to attend this training

The remainder of this report highlights information on the "normal and regular" functions of the HR Department, including Recruitment and Retention, Compensation and Benefits, Training and Development, Safety and Health, Employment Law, Employee and Labor Relations, and specific goals for 2018.

Respectfully Submitted,



Terri M Palm-Kostroski
Human Resources Director

PERSONNEL SUMMARY - The Human Resources Department staff includes: Terri Palm-Kostroski, Human Resources Director; Karen Mundt, Benefits Administrator; Casey Radtke, Human Resources Specialist and Kim Eggers, Safety Coordinator. In addition, Tammie Jaeger, Administrative Secretary, provides assistance whenever possible.

In 2017 the Human Resources Department served **689** employees and elected officials in a variety of functions, summarized in the following sections:

RECRUITMENT AND RETENTION - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. In 2017, this included:

- Prepared and placed **77** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts, resulting in **1,561 applicants**.
- Approximately **51** New Employee Orientation sessions were conducted
- **5** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **95** employees attended new employee orientation
- **100** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **67** Written Employment verifications were completed
- Administered pre-employment testing to **151** applicants
- Reviewed **555** performance evaluations

Personnel Changes	2015	2016	2017
New Hires	95	97	95
Recalled from Layoff/Seasonal Rehires	15	15	14
Terminations/resignations	122	103	101
Promotions	4	5	9
Voluntary Demotions	2	1	2
Involuntary Transfers/Demotions or employees bumped due to another employee laid off	1	2	3
Lay-offs resulting in loss of job	0	0	0
Turnover (Terms/average # employees)	22.04%	14.65%	17.84%
Number of employees (December 31)	549	569	563
Full-time Equivalents (FTE)	472.70	494.15	489.5

COMPENSATION AND BENEFITS - Human Resources also plans, directs, evaluates and explains the employee benefits program, including Health and Dental insurance, the Wisconsin Retirement System, Voluntary Life and Disability Insurance plans, two Deferred Compensation plans, Section 125b plan, as well as vacation, sick and holiday accruals; researches, evaluates and recommends new benefits, including implementation of new benefits; acts as liaison or plan administrator with various insurance carriers and fosters effective relationships with client representatives. The Human Resources Department coordinated the **TENTH** annual Benefits Fair with representatives from a majority of our benefit providers. With the cooperation of the Health Department, a flu clinic was also set up during the benefits fair for employees.

1. LIFEMATTERS (EAP)

- Utilization was down from 4.2% to 3.3%
- **13** employees and/or family members and **5** managers/supervisors/HR staff accessed LifeMatters services

2. RECLASSIFICATIONS

- **21** requests (affecting **24** employees) received, with **18** processed (affecting **21** employees), equal to the **21** requests received in 2016
- All **18** requests were successful (**21** employees affected)

3. STEP INCREASES

- **337** employees received pay “step” increases
- Computed **268** longevity payments, for a total of **\$75,342.00**
- **12** employees received Contingency pay or increase in Contingency pay

4. SALARY SURVEYS

- Participated in **4** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

5. DEFERRED COMPENSATION

- Coordinated **12** on-site meetings with Nationwide and Wisconsin Deferred Compensation, the County’s two deferred compensation administrators

6. HEALTH and DENTAL INSURANCE

- Completed **132** Health and Dental insurance related transactions for employees and family members

7. WISCONSIN RETIREMENT

- Enrolled **52** employees into the Wisconsin Retirement System

8. ACCRUED BENEFITS

- **448 employees used 22,524.84 hours of sick time** used that was NOT covered under FMLA, costing the County approximately **\$699,260.82**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **46.5** hours PER eligible employee...or nearly **6** days. This is an increase of **2000 hours, or nearly 1.0 FTE from 2016**. In addition, there was **3,509.62 hours of unpaid leave** NOT contributed to voluntary furlough, FMLA or military leave! **This is about the same as 2016 and total time off equates to 12.50 FTE, nearly a full 1.0 FTE greater than in 2016.**

TRAINING AND PROFESSIONAL DEVELOPMENT.

Schedule & Location:

- **Quarterly webinars** – WMMIC continues to present about twenty 30-minute webinars each quarter on a variety of topics, including *Safety and Environment, Human Resources, Corrections, Law Enforcement and Management.*
- **February 22, 2017. “Effective Interviewing and Selection.”** A webinar sponsored by the National Public Employer Labor Relations Association (NPELRA), attended by 10 supervisors and Human Resources staff.
- **March 8, 2017. “Discipline and Documentation for Beginning Supervisors”** A webinar by NPELRA, attended by 12 Supervisors.
- **April 17, 2017. “ADA Interactive Process”** sponsored by NPELRA for 10 supervisors and HR staff.
- **May 24, 2017 – “Succession Planning”.** Hosted by NPELRA for 7 supervisors.
- **June 10, 2017 – “Other Working Conditions”.** Webinar sponsored by NPELRA and attended by 5 supervisors.
- **June 21, 2017 – “Off Duty Misconduct”.** Webinar by NPELRA attended by 19 supervisors.
- **August 16, 2017 – “Hiring for Success”.** A half-day presentation by Attorney Bob Gregg, Boardman Law Firm attended by 8 supervisors, HR staff and other interested employees.
- **September 13, 2017 – “Managing Generational Differences”.** Webinar by NPELRA, attended by 3 supervisors.
- **October 17, 2017 – “Weingarten and Garrity”** webinar by NPELRA, attended by 4 supervisors.
- **October 31, 2017 – “Managing from Beginning to End”.** A full-day presentation by Attorney Kyle Gulya to 10 supervisors.
- **November 10, 2017 – “Local Government Leadership Workshop – Government Communication 101”.** Full day presentation at UW-Whitewater, attended by 10 managers and other interested staff.
- **November 15, 2017 - “The ADA and FMLA”** webinar by NPELRA, attended by 4 supervisors.
- **November 29, 2017 – “Keys to Success for New Supervisors”** webinar by NPELRA, attended by 7 staff.
- **December 13, 2017 – “Managing Change”** webinar by NPELRA, attended by 7 supervisors and staff.
- **“Coaching For Accountability”.** Two half-day sessions held in April, July and October, allowing approximately 25 supervisors and interested staff to attend each month, for a total of 75 staff.

SAFETY and HEALTH

1. **Coordinated a County-wide Safety Committee.** The Committee meets quarterly to discuss current topics, determine if there are new concerns/issues to be aware of and elicit feedback on program/policy development.
2. **Conducted Severe Weather Drills in April, 2017 and an Evacuation Drill in October, 2017.** Coordinated Tornado and Fire drills for all county employees. Following the drills, a team comprised of staff from each facility met to discuss how process could be improved in preparedness for a real emergency.
3. **Provided a Monthly Safety Toolbox informational sheet.** Information typically was not just for work-related issues, but often was just as valuable to be used by employees outside of work.

4. **Completed annual walk-throughs** identifying areas of hazard and making preventative corrections. Many, but not all, concerns were housekeeping issues and there were less “violations” in 2017 than in 2016.

EMPLOYMENT LAW

- **Americans with Disability Act and Americans with Disability Act Amendments.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in **15** reasonable accommodations for employees.
- **COBRA.** Complied with **75** Cobra notifications.
- **Fair Labor Standards Act (FLSA).** The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA).**
 - **119** employees used their protected rights under Federal and/or State FMLA.
 - **19,400.56 hours** of protected FMLA leave was used, or about **9.33 FTE**.
 - There continues to be proposed legislation to expand FMLA regulations, including mandatory paid leave for the birth of a child and protected leave for bereavement purposes.
- **Harassment and Discrimination laws.** Investigated **9** harassment/unfair practice complaints.
- **HIPAA (Health Information Portability and Accountability Act.** Ensure compliance with new regulations as it pertains to employee’s health, dental, and the LifeMatters (Employee Assistance Program). Conducted **5** investigations regarding concerns of breaches or privacy, of which 4 were unfounded and 1 resulted in additional training.
- Attended **0 unemployment** hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
 - **3** employees were on Military leave at some point in 2017.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
 - Received **59 First Report of Injury** forms and managed **25 Reportable claims**.
 - **56 days** of missed work involving **3** cases of employees
 - **69** days of light duty or restricted duty.

EMPLOYEE AND LABOR RELATIONS - Human Resources participates in labor negotiations with Jefferson County’s Law Enforcement Union also taking a lead in investigations of grievances and complaints.

- **3** grievances received
- **2** grievance arbitrations filed.
- **57** disciplinary investigations completed
- **2** changes to the Personnel Ordinance Handbook

GOALS FOR 2018

1. **Complete the development of and training in the Human Resources modules of the new Enterprise Resources Planning (ERP) software.** The ERP will provide a real-time, integration of business procedures, including Finance, Human Resources and Purchasing. It is a goal to use the system to run position control for 2019 budgeting purposes and to create a training manual for both managers and other end-users for quick, easy reference.
2. **Implement the AlertSense Mass Notification System.** This system will require uploading employee data, including information the County currently does not obtain, such as personal emails. Once all data is loaded, groups will be established and notifications can be sent to all employees (i.e. notification of a Tornado or reminder of the Benefits Fair) or to individual groups (i.e. Calling out Highway workers or the Sheriff's Dive Team).
3. **Continue to coordinate and move along discussions with other municipalities, possibly recommending a Consortium as an option to health insurance rising costs and maintaining a high level benefit.** Foremost will be monitoring the State Health plan proposed changes and proactively determining other viable options than the State Plan. Discussions will include an Employee Focus Group and continuing education with Committees and all employees.
4. **Review all Personnel Ordinances within the Personnel Ordinance Handbook.** It has been 10 years since the *entire* personnel ordinance was reviewed. What worked well a decade ago doesn't necessarily hold true today. The goal is develop a team consisting of employees from different departments throughout the County to assist in reviewing the ordinances, providing feedback, and analyzing potential changes. The result will be a recommendation in regards to content and format.
5. **Support the goals of the Safety Coordinator in developing a culture of safety awareness.** This includes continuing with post-accident assessments, regular training, developing written severe weather and evacuation protocol for each facility and practicing said protocols, updating and training on the Jefferson County Emergency Procedures Flipchart (includes active shooter, bomb threats, elevator emergency, employee/public injury or illness, fire, hostage situation, mail handling, power outage, shelter-on-place and workplace threats) and completing required and optional Blood Borne Pathogen, AED and CPR training.
6. **Continue a training program that focuses on succession planning, professional development, leadership/management training, mandatory requirements and orientation.** Training should include formal and informal processes, with an evolution to have a formalized schedule for succeeding years with a way to monitor the changing needs of staff and evaluating the strengths and opportunities of the program. Offer various professional training opportunities throughout the year, including an opportunity for staff in general. Develop/Provide EPL modules for managers and employees according to best practices
7. **Continue efforts, working with Administration, of maintaining and enhancing an employee recognition program.** Develop a program recognizing employee achievements and promoting a positive workplace.

8. **Implement priority budgeting for the HR/Safety functions for 2019 and expand on for future years.** This process takes place informally and the goal is to document the practice so it can be referred to throughout the year and for future goals.
9. **Implement recommended and approved classification and compensation plan.** Options for implementation will need to be evaluated, working with the Employee Focus Group and management team. Identify other areas, including benefits, which can enhance a total compensation plan.
10. **Continue with the Onboarding Lean Project.** Re-analyze hiring process and effectiveness following changes already made and move forward with developing a program for all new hires that will increase their awareness of all county functions and the mission of Jefferson County.